



VIRGINIA DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

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# AHRS PERIODICAL

Office of Agency Human Resource Services

## Statewide Pay Action Summary Report April - June 2004

Pay Action	# Actions	# Pay Adjustments	Ave. % Adjustment
Promotions	436	430	14.60
Demotion – Voluntary	63	27	-10.10
Demotion – Disciplinary	6	6	-11.43
Role Change – Upward	224	150	10.57
Role Change – Lateral	131	22	6.34
Role Change – Downward	12	2	-2.75
Voluntary Transfer – Competitive	681	454	8.97
Vol. Transfer - Non-Competitive	199	41	.79
Temporary Pay – All Reasons	182	182	9.49
End Temporary Pay	156	156	-8.53
Competitive Salary Offer	78	78	13.90
Reassignment within Band	46	-	-
IBA – Change in Duties Increase	348	348	7.74
IBA – New KSAs/Competencies	387	387	8.29
IBA – Retention	241	241	7.31
IBA – Internal Alignment Increase	1001	1001	6.72
Bonus – Change in Duties	28	28	4.30
Bonus – Internal Alignment	14	14	5.75
Bonus – New KSAs/Comp.	59	59	3.71
Bonus – Retention	8	8	5.51
Bonus – Recognition, Monetary	1118	1118	.58
Bonus – Sign-On	14	14	3.48
Bonus – Non-Monetary	25	25	.15
Bonus – Recognition Leave	497	497	-
Bonus – Project	30	30	3.36
Bonus - Referral	3	3	.54
<b>Overall Approximate Totals</b>	<b>5987</b>	<b>5321</b>	<b>3.72</b>

The average pay increase was 6.11%

The average pay decrease was –8.20<sup>1</sup>

<sup>1</sup> Workforce Planning and the Periodical's Pay Action Summary data may vary within the same reporting period based on the timing of data runs, agency retraction requests, and the manual review and extraction of erroneous PMIS entries.

## POLICY UPDATE

On July 10, 2004 revisions to Policy 4.10 – Annual Leave, Policy 4.50 –Military Leave, and Policy 4.55 – Sick leave became effective. The revisions incorporated clarification of current practices and the Department of Human Resource Management interpretations and changes to the policies that have occurred since the last revision as well as the following new revisions:

### **Policy 4.10 – Annual Leave**

- Changes the time period for continuing to accrue leave while on leave with pay to 90 calendar days.
- Clarifies that a return to work for a full pay period interrupts the 90 calendar days of leave with pay. If another leave with pay occurs, after the employee has returned to work for a complete pay period a new 90 calendar day period begins and the employee continues or resumes leave accrual.
- Clarifies when an agency can substitute additional hours worked for annual leave hours taken.

### **Policy 4.50 – Military Leave**

- Incorporates the Virginia Sickness and Disability Program benefits; benefit options for employees going on active duty; benefits upon reinstatement; legislative changes in the Code of Virginia; and changes in the Uniformed Services Employment and Re-employment Rights Act of 1994 (USERRA).
- Policy 1.15, Disaster Relief is abolished effective July 10, 2004 with the implementation of this policy and the September 2003 implementation of Policy 4.17, Emergency/Disaster Leave.

### **Policy 4.55 – Sick Leave**

- Changes the time period for continuing to accrue leave while on leave with pay to 90 calendar days.
- Clarifies that a return to work for a full pay period interrupts the 90 calendar days of leave with pay. If another leave with pay occurs, after the employee has returned to work for a complete pay period a new 90 calendar day period begins and the employee continues or resumes leave accrual.
- Clarifies when an agency can substitute additional hours worked for sick leave hours taken.
- Changes the use of 48 hours of family and sick leave to allow employees to use all 48 hours for one occurrence.
- Allows up to 180 days for employees returning from military leave to buy back any sick leave payment received.

Reminder:

Please check the policies on DHRM's web site (<http://www.dhrm.state.va.us>). The Policy Unit has updated the following policies on the web in order to: incorporate

previously published changes; eliminate obsolete language and references; and to make the policies easier to read and print.

1.05 Alcohol & Other Drugs	1.10 Awards for Length of Service
1.25 Hours of Work	1.50 Public Private Interchange
1.70 Termination from State Service	2.20 Types of Employment
3.10 Compensatory Leave	3.15 Overtime Leave
4.05 Administrative Leave	4.15 Educational Leave
4.25 Holidays	4.35 Leave Sharing
4.45 Leave Without Pay – Conditional and Unconditional Leave	4.60 Workers' Compensation
5.05 Employee Training and Development	

This process has not involved substantive changes to the content of policies. Please send questions or comments regarding policies or the policy review process to [policy@dhrm.virginia.gov](mailto:policy@dhrm.virginia.gov)

### **Employee Suggestion Program Evaluations and Reports Due**

A key role of the Agency ESP Coordinator is selecting a competent evaluator and returning the completed evaluation to DHRM. The Agency ESP Coordinator must follow up with evaluators to ensure that evaluations are completed thoroughly and in a timely manner. Normally about 45 days should be sufficient for conducting an evaluation and returning it to DHRM. Please check to see if there are unreturned requests for suggestion evaluations in your agency, especially those sent before April 30, 2004.

Agency ESP Coordinators have been asked to complete a report showing any suggestions initially received from the suggester by the agency and processed through agency channels for fiscal year 2003-2004. This report should **not** include suggestions that were submitted through DHRM's Web portal and sent to the agency by DHRM for evaluation. DHRM will report on suggestions received directly through the Web-based system. If your agency report (due July 19, 2004) has not yet been submitted, please do so as soon as possible. Questions about the report may be directed to Olivia MacDonald (225-2729) or Earlene George (225-3204).

### **Confidentiality of Social Security Numbers**

A number of questions have been raised recently by employees relating to the requirement for them to provide their Social Security Numbers (SSNs). The protection of personal information becomes increasingly important in today's world of interconnected electronic files, worms and viruses attacking those files, and identity theft. Recent legislation has been passed to prevent the display of SSNs on documents that are mailed by state agencies.

With these thoughts in mind, DHRM has undertaken a review of the uses of SSNs with goals of increasing awareness of what information is captured, how it is used,

and who is given access to it. Confidentiality of personal information will be addressed explicitly in revisions to appropriate policy.

The Office of The Attorney General (OAG) has previously indicated (AG Op. Administration of Government Generally, 87-88 Va. AG 3) that state agencies may require employees to provide their SSNs as identification numbers for employees' personnel records. In order to do so, agencies should inform the employees that providing the SSN is mandatory, that it is required by 26 USC, section 6011 and Treasury Regulation 31.6011(b)-2(b) and (iii). The other condition inherent in the OAG opinion is that the use of the personal information (i.e., SSN) will not adversely affect the employees.

In order for the use of SSNs to have no adverse effect on employees, it is essential that state agencies protect the confidentiality of all records where SSN and other personal information appear. DHRM has received complaints from some employees that their SSNs and other personal information are not being secured properly. According to these employees, personal information has been left on desks where others may have been able to see them. Agencies cannot assume that clients or other employees with such information would not use it to the detriment of the employees. If employees' records are not properly secured, the OAG's opinion may not hold up under the scrutiny of a hearing officer.

Agencies need to take steps to ensure that all employee records are secure, and demonstrate this to any employees who express concerns. Using electronic processing of leave and other forms, or keeping any paper forms in locked cabinets except when they are being keyed, would be helpful in this regard.

To summarize, there is a legitimate need to be able to identify employees consistently for many purposes, and SSNs currently provide the only means to do this. Agencies have the authority to require employees to provide their SSNs, and they have the option of applying the appropriate disciplinary procedures if employees do not provide their SSN. At the same time, agencies have an obligation to their employees to give them confidence that their personal information is safe and secure.

### **Employee Handbook Now Available**

The updated *Employee Handbook* is available on the DHRM Web site at <http://www.dhrm.state.va.us/resources/manuals.html>. The *Employee Handbook* includes new policy and best practice information as well as convenient links to policies and other resources.

There is a page agencies may use to record their employees' receipt of the *Handbook*. Agencies may choose to use this way to document that new employees have received this information.

As policies, laws, and other conditions change, the *Employee Handbook* will be revised. In case of any discrepancy between the *Handbook* and DHRM policies, the policies are considered authoritative.

## COMPENSATION PERSPECTIVES

### IMT Considers Agency Suggestions

A summary of the results from the Compensation Reform Survey was published in the April issue of the AHRIS Periodical. The Implementation Management Team (IMT) met recently to discuss agency suggestions for improving the compensation management system.

Some of the improvements requested by agencies already are available under the current program.

- Agencies expressed an interest in returning to a five-level performance rating system. Agencies have the authority to implement four or five-level rating schemes that then convert to the three levels defined for the statewide system.
- There were also suggestions to streamline the paperwork required to document pay actions. Agencies have the authority to modify the Employee Work Profile, Pay Action Worksheet and related forms provided the documentation is sufficient to support the pay action.

Suggestions that the IMT will explore include:

- Improving the precision within the job structure while maintaining its flexibility
- Expanding the salary reference data to include more local, versus metropolitan sources
- Reviewing the adequacy of caps on In-band Adjustments
- Increasing the cap on Recognition Awards
- Reviewing the use of Upward Role Changes
- Amending the definition of the In-band Adjustment for Retention
- Requiring expiration dates for Temporary Pay
- Reviewing pay actions that address a reduction in duties

*The need for a stable funding mechanism was expressed by nearly every survey participant, and continues to be a priority for the IMT.*

Other issues considered:

- Continuing to allow Competitive Salary Offers between agencies. The IMT chose to retain this feature of the compensation program. Agencies have the prerogative to use this tool or not, and to establish internal controls to manage potential abuse by employees.
- Strengthening the central evaluation of agency pay practices. DHRM chose to continue the current practice of reviewing pay action reports on a monthly basis and contacting agencies regarding actions that appear inconsistent with Agency Salary Administration Plans and/or state policy. Agencies will continue to provide documentation on exceptional actions approved by the agency head.
- Revising the job structure so that supervisors and employees are not in the same role and pay band. This arrangement is consistent with the design of broadband compensation systems. The IMT chose to retain the broad role descriptions since agencies have the authority to adopt descriptive work titles and hiring ranges that distinguish levels of expertise and authority.

### **More Career Planning and Development Tools**

Career Guides for 100 Commonwealth occupations are now available on the Virginia Jobs web site at [http://jobs.state.va.us/cc\\_planningctr.htm](http://jobs.state.va.us/cc_planningctr.htm). Career Guides are designed to help employees, and prospective employees understand their occupation, career path(s), and what they may personally need to do to develop, advance, or change careers.

Guides are being developed for all major occupations within the Commonwealth's Job Structure, and can be used by agencies to augment Career Development programs and activities. One-on-one career counseling also is available for state employees in the DHRM Career Center. For additional information contact Pat Waller at [pat.waller@dhrm.virginia.gov](mailto:pat.waller@dhrm.virginia.gov)

### **Naming Organizational Elements**

During agency reorganizations, human resource staff are sometimes asked to help name the new parts of the agency. In such situations, it may be helpful to consult Section 2.2-600 of the Code of Virginia, standard nomenclature to be employed when naming organizations.

This code section requires that the terms, "department," "board," "commission," and "council," be used for an agency (i.e. an "independent administrative entity") or the body that supervises, regulates, or advises an agency. The term, "office," is restricted to the administrative entities representing the Governor, Lieutenant Governor, Attorney General, and cabinet secretaries.

Agencies or institutions with unique characteristics, such as libraries, museums, and universities, may have names that describe them as such and are not bound to the naming conventions in code section 2.2-600.

According to the cited code section, it is generally inappropriate for a portion of an agency to be called a “department.” Terms that are specifically identified in the code for naming elements of an agency are “division,” “bureau,” “section,” and “unit.” Other terms may also be used.

Adhering to the naming convention prescribed in the code should provide clarity and exactness to communications with employees. When naming an organizational element, consider going beyond the guidance in the code to avoid the confusion that can be caused by names and acronyms that are similar to others.

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Our goal is to provide practical information that supports human resource objectives across the Commonwealth and to encourage innovative strategies in the management and delivery of agency services.

To tell us what you would like to see featured in upcoming issues email us at [compensation@dhrm.virginia.gov](mailto:compensation@dhrm.virginia.gov) or [policy@dhrm.virginia.gov](mailto:policy@dhrm.virginia.gov)

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